

FY2020 Third-quarter financial results

Cautionary Statement with Respect to Forward-Looking Statements

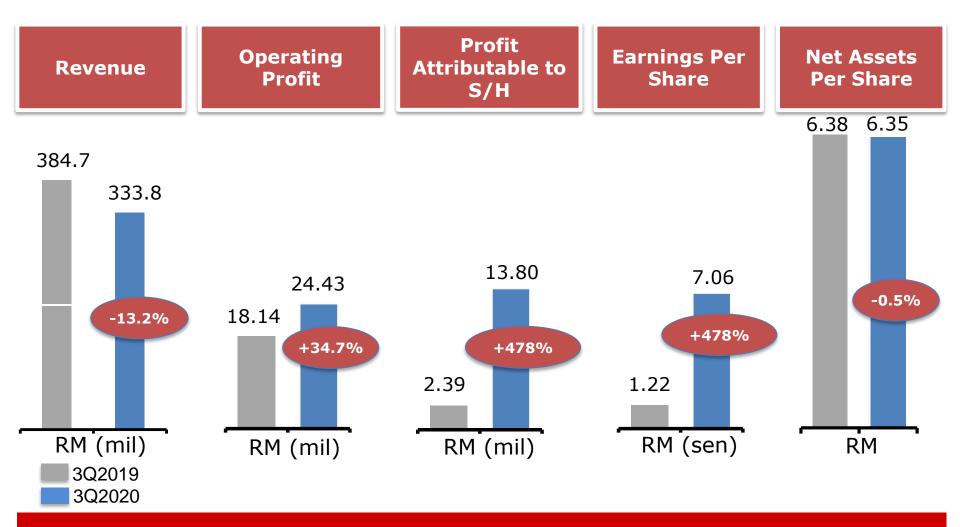
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These factors include (i) changes in economic conditions, currency exchange rates, the laws, regulations, government policies, or political instability in the market place, (ii) circumstances relating to our ability to introduce, in a timely manner, and achieve market acceptance of new products, and (iii) shortage of fuel or interruptions in transportation systems, labor strikes, work stoppages, or other interruptions to or difficulties in the employment of labor in the major markets where we purchase materials, components, and supplies for the production of our products or where our products are produced, distributed, or sold.



Key performance indicators



Sales and profit recovery following resumption of production and increased orders from OEMs to meet the higher automotive sales under the PENJANA.



3Q20 Operation & Financial Review

Business Update



3Q20 Financial review

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RM'000	3Q20	2Q20	3Q19	3Q20 vs 2Q20	3Q20 vs 3Q19
Revenue	333,816	151,579	384,660	120.2%	-13.2%
Profit/(Loss) before Tax	23,453	(22,719)	13,836	203.2%	69.5%
Net Income/(Loss)	18,986	(20,394)	7,526	193.1%	152.3%
Profit/(Loss) Attributable to Shareholders	13,799	(20,883)	2,385	166.1%	478.6%
Earnings/(Loss) per Share (Sen)	7.06	(10.68)	1.22	166.1%	478.7%
Net Assets per Share	6.35	6.43	6.38	-1.2%	-0.5%
Return on Equity (Annualised)	4.39%	-4.28%	0.77%		
Net Profit Margin	5.69%	-13.45%	1.96%		

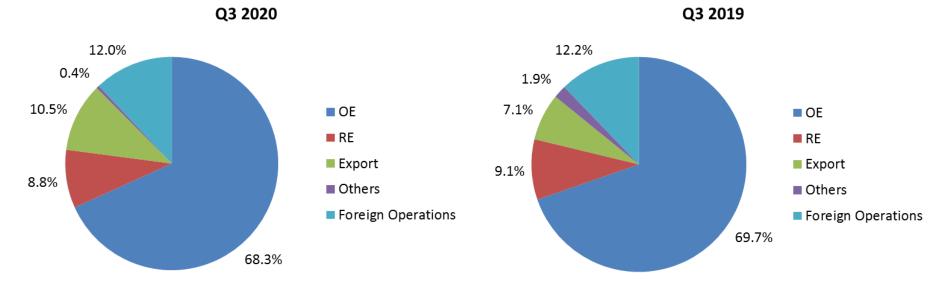
Production recovery since RMCO has lifted, the revenue and profit higher (QoQ) arising from the increased orders from OEMs.



VoV

Segmental sales

REVENUE (RM'000)	Q3 2020	%	Q3 2019	%
OE	228,045	68.3%	268,094	69.7%
RE	29,479	8.8%	34,885	9.1%
Export	34,997	10.5%	27,243	7.1%
Others	1,152	0.4%	7,433	1.9%
Foreign Operations	40,143	12.0%	47,005	12.2%
TOTAL REVENUE	333,816	100%	384,660	100%



Improving business outlook since RMCO as segmental sales were recovering from the slump in Q2' and near the pre-pandemic levels.



Segmental performance

REVENUE (RM'000)	Q3 2020	Q3 2019	Change
Suspension	17,439	17,922	-2.7%
Interior & Plastics	190,192	232,096	-18.1%
Electrical & Heat Exchange	22,368	26,520	-15.7%
Marketing	61,161	52,265	17.0%
Others	2,513	8,852	-71.6%
Malaysia Operations	293,673	337,655	-13.0%
Operations outside Malaysia	40,143	47,005	-14.6%
TOTAL REVENUE	333,816	384,660	-13.2%

Improved sales and recovery across all business segments in Q3' albeit still lower than the corresponding period in previous year.

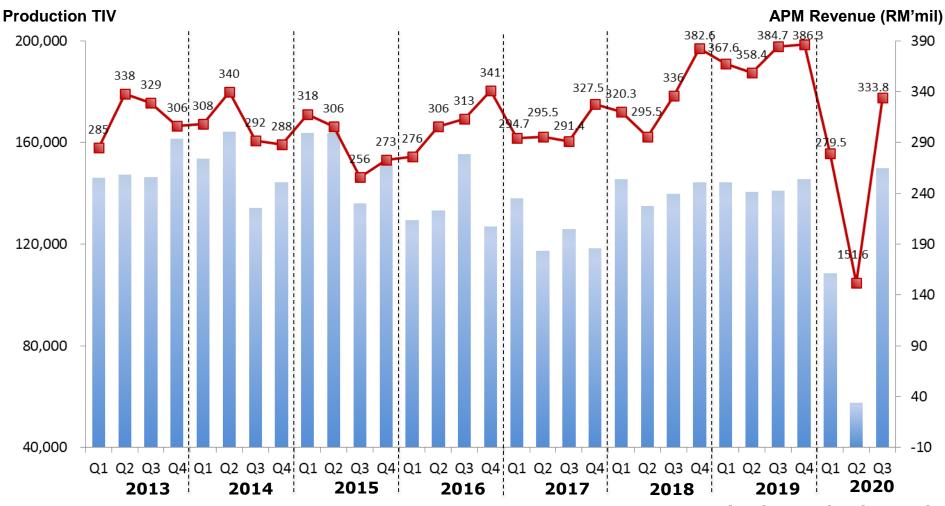


3Q20 Operation & Financial Review

Business Update



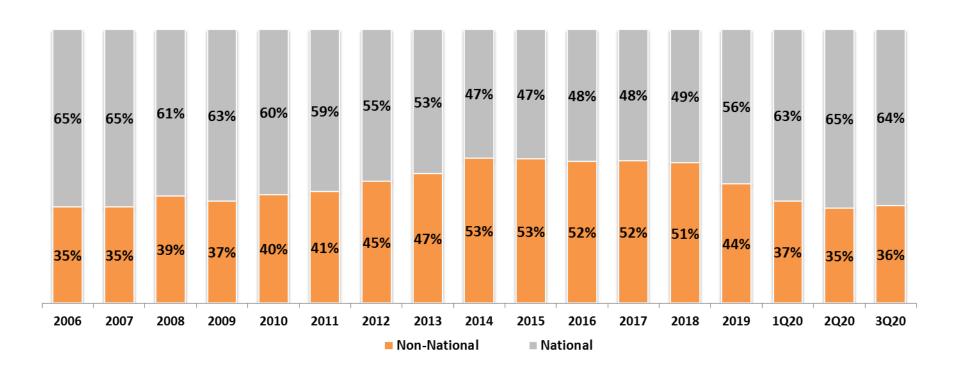
Production TIV



Source: MAA (as for Production TIV)

Revenue doubled in Q3' as a result of the recovery in production TIV in Malaysia post MCO and CMCO.

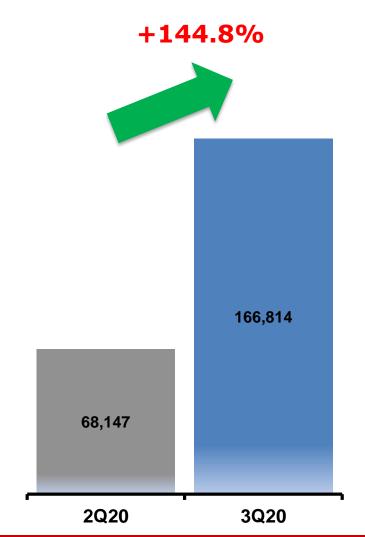
National & Non-national Market Share



National brands regaining market share.



3Q20 TIV



	Q-o-Q %	
Perodua	142.7%	
Proton	138.0%	
	Q-o-Q %	
Toyota	139.4%	
Nissan	192.7%	
Honda	191.0%	
Mitsubishi	132.4%	
Isuzu	199.5%	
Mazda	140.1%	
	Q-o-Q %	
Ford	155.5%	
VW	185.5%	
BMW	N/A	

Sales recovery and TIV increased across all brands.



FY20 business update

- ❖ 3Q20 TIV 166.8K; +144.8% QoQ contributed by the vehicles sales tax exemption on both CKD (100% exemption) and CBU (50% exemption) under the PENJANA economic recovery plan.
- Exemption of vehicle sales tax until end of year shall continue to support the sales of vehicles for the remainder of the year, as evidenced by MAA revising the TIV forecast to 470k units (from 400k).
- The Group has embarked in a joint venture with Hyundai Transys Inc. to manufacture and supply automobile seats and its related parts and components to PT Hyundai Motor Manufacturing Indonesia through PT. Hyundai Transys Indonesia. The plant is expected to be fully operational in FY2021.
- The Group remains vigilant and will continue with its' cost rationalization and deferring capital expenditure to conserve cash flow.



M&A Opportunities

Strategic Purpose	Our Vision		Our Strategy
Environment	Global Market Review	Asia Pacific Market Review	Malaysia Market Review
Market Assessment		Tier 1 Local	
Target Opportunities	Ta	rgeted Researd	ch
Growth Opportunities	M&A Opportunities	Tier 1 Supplier	Tier 2 Supplier
Risk Management	Due Diligence Pro	IP Legal & Partners	_
Implementation Plan	.IV	Local Quotationsources Proposa	

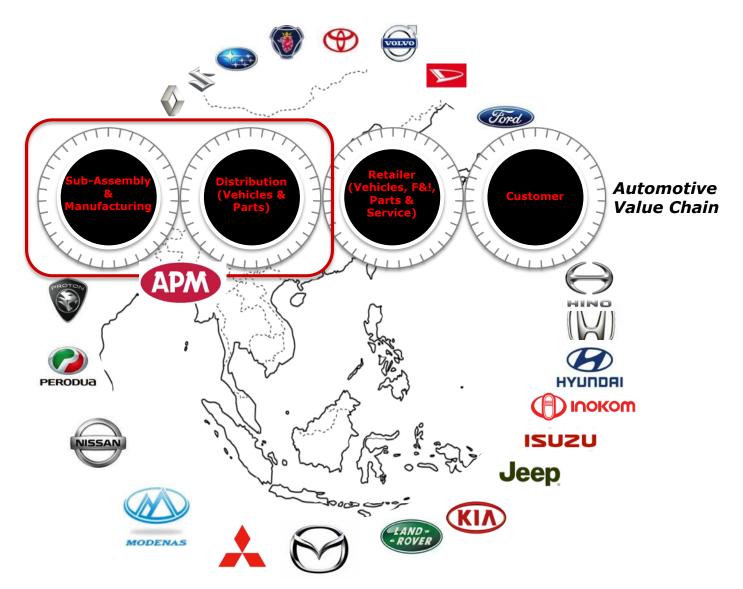


Moving Forward



Geographical Diversification Netherlands Bago Rayong **Binh Duong** Springs, absorbers **Interior & Plastics** Plastics & Suspension & and coil-overs Components Seats Da Nang **Kulim** Seats Interior & Plastics **Indianapolis Bkt Beruntung** Europe Interior & Plastics **Tanjong Malim** Asia **New Jersey** Middle East California Electrical & Heat ง เป็ว California and Exchange Indiana Distribution Centre **Port Klang** Suspension & Heat Exchange Pekan **Brisbane** Seats **North Coburg** Australia Seats Karawang **Lippo Cikarang** Cikampek Coil Spring Kota **Plant Deltamas** Proposed new plant Leaf Spring Interior & Seats **Plastics** Seats Shock Absorber

Integral Player within Local Automotive Eco-systems





Consumer

Auto Cycle Investing

Global OEM

- Brand owner
- Patent rights
- Product development
- Technology provider

Cost Plus

High risk high return – product acceptance vs. model development cost

Localization Partner

- Manufacturing & assembly capability
- Parts supplier & integrator
- Ensure quality compliance
- Made to order.
 Guaranteed Offtaker

Cost Plus

High barriers to entry for CBU. Minimum local content. Optimal risk-adjusted returns.

Distributor

- Managing Principal Relationship
- □ Sourcing & Localization
- Quality assurance
- Managing sellthrough process
- SSI
- Sales mgmt
 - After-sales mgmt
- Inventory mgmt

Cyclical returns.
Working capital risk.
Margin volatility –
boom-bust cycles (FX,
Rates, GDP, π).



Thank You

